



AMERICA MUST SHOW THE WAY!

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North Americans

AMERICA
MUST SHOW
THE WAY!

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AMERICA MUST SHOW THE WAY!

We of North America live in a critical period of history, a period which is experiencing more social change than any preceding period. The expanding use of technology during the last fifty years has changed our pattern of living and increased the amount of goods and services available to man more than all previous industrial operations. Any person today, who is past sixty years of age, has witnessed during his lifetime more fundamental change in social operations than did his ancestors through the previous 7000 years. And that change is now at its greatest momentum and still accelerating.

North America occupies a unique position in this world of change. We should be thrilled to be living on this Continent at this exciting time, for North America is destined to determine the future of the world. What is going on in other parts of the world is comparatively unimportant to what is going on here. Even the great Soviet Union has far to go to reach our present advanced position, and the other continents are much further behind.

North America is the only Continent on earth today which is ready to advance civilization beyond its present level.

This Continent is favorably situated. In the first place, the peoples of North America are on friendly terms with each other. We are not separated by petty nationalisms. Although the population represents two great cultural groups, these two groups are not incompatible. The North-European descendants in the United States and Canada on the one hand, and the Latin and Indian descendants in Central America and the West Indies on the other, are especially adapted to the par-

ticular regions in which they live. Neither wishes to invade the territory of the other. There are only two major languages involved, and the differences in culture do not greatly conflict. Furthermore, four-fifths of the people belong to one culture. Compared to Europe and Asia, we are conspicuously unified.

This Continent has the advantages of geographic position. Its boundaries are favorably insulated by the Pacific and Atlantic oceans on the west and east, by the Arctic region at the north, and by the world's largest jungle to the south. Although technological developments in communication and transportation are tending to overcome distance and geographical isolation, this Continent is fortunate in being blessed with the best barriers the world affords. These, incidentally, have enabled us to come through two world wars unscarred.

We have the additional advantage of being a self-sustaining unit. We have all the essential minerals needed by civilization, and most of these we have in abundance. We have an abundance of fertile soil; we have the greater share of the world's oil, coal, iron ore, and copper; we have an abundance of water power; and we lead the world in the development of atomic energy. We need not depend on any other part of the world for materials or goods essential to our living. Furthermore, this Continent is not heavily burdened with population, but has just about the optimum number of people to operate it efficiently. North America alone among the Continents is a self-contained and self-operating unit. It is the world's number one industrial and military potential, with the Soviet Union in second place.

In contrast, the other continents of the world suffer under terrific handicaps. Let us look at some of them.

South America, Africa, and Australia have relatively meagre industrial development and lack a high degree of technological advancement. They have few engineers and trained technicians. The lack of industrial development is correlated with a lack of important mineral resources in most of their countries. For example, Brazil has a large deposit of iron ore, but lacks the coal necessary for smelting it.

Asia, in addition to the limitations just mentioned for South America and Africa, is terrifically overburdened with a most uneducated and untrained population. But, even if Asia had the trained technicians and an attitude of progress, she does not have the resources to raise the standard of living of her present population much above that of the Chinese coolie or the European peasant.

These dark continents have too far to go to catch up with the present stage of civilization to offer any immediate hopes for advancement in the future.

Europe is relatively rich in natural resources, relatively advanced in culture, and has some industrial development and some trained technicians. But Europe lacks the political, linguistic, and cultural unity

which is necessary for organized action. She is so cut up with petty and conflicting nationalisms, racial segments, and social ideologies that any unified action is, for the time being at least, out of the question. Furthermore, Europe has a burden of population that inimical to a high standard of living.

The Real Wealth of North America

North America then is the only area in the world where a new progress is now possible. We alone are ready to advance into the next social state.

We have over half the installed power engines of the world. And that is important because oil, coal, and running water are of little use, unless we have the engines to transform their energy into work. For instance, Venezuela and Colombia in South America have rich oil fields but they lack the installed power engines. Therefore, the oil is of little direct use to them; so they ship it out to the United States and other countries which have the engines. North America has the energy and it has the engines.

We have more than half the industrial equipment of the world; we have more than half the engineers and trained technicians of the world, and more than half of the medical doctors and trained educators. And we have less than one-tenth of the world's population.

Thus, North America is not only best equipped to bring in a new social order but is being compelled by events to do so. We have reached the point where the physical necessities of life can be provided for everyone on the Continent. This is something new to man. During all human history up until this generation there has been a scarcity. That is, if one person had all he could use, others had to have less, for there was not enough to supply everyone with plenty. Since 1919, we have had the industrial capacity to give everyone on this Continent a standard of living several times that of the present average. If all of our operations were brought up to their present highest known efficiencies, that standard of living could be many times greater, and this could be achieved with a minimum of human toil.

Let us point out a few facts which indicate what we mean:

Our Tremendous Producing Capacity

Even with the crude agricultural methods now in general operation, we are able to produce more food in the United States and Canada than we can distribute under the Price System. Only by giving away vast quantities to foreign continents, and by allowing still greater quantities to go to waste, have we been able to hold the surplus abundance down

to the capacity of our storage facilities. If only a few of the new machines and processes now invented were put into general use, the political guardians of scarcity would really have something to worry about. For example:

With one of the largest tractors, one man can plow an acre of ground in five minutes, which is fifty or more times as fast as a man with a team of horses can do it.

One man with a self-propelled combine can cut, thresh, and deliver to a truck the wheat from upwards of fifty acres a day.

Modern machines and techniques in the sugar beet fields eliminate the toil of thinning and harvesting the beets, which has always been a major problem to the farmer. Prepared beet seed can now be planted at the proper distance apart, and thinning is not necessary. A digging machine tops, digs, and delivers the beets to a truck driven alongside.

The new corn-husking machine strips and husks two rows of corn each time across the field. The human corn husker is becoming only a memory.

The cotton picker in the fields of Dixie does the work of seventy human toilers. And the cane cutter abolishes human toil from the sugar cane fields.

Modern dairy units and poultry-raising factories are able to increase production greatly on a given area and at the same time reduce man-hours to a minimum.

Experiments with soilless culture of plants, known as hydroponics, promises much in the way of increasing production and improving the quality of plants. The rapid development of new breeds of plants by the use of colchicine is resulting in greater yields and sturdier plants. Soil chemistry is producing astonishing results. Hybrid seeds, notably in corn, are raising the yields above those of the past. Thus, chemistry and genetics are introducing revolutionary developments in agriculture.

So much for the production of food crops. In the fields of industry, transportation, mining, etc., we find the same trends developing. For example:

The automobile industry is so highly mechanized, and the mass production techniques are so efficient that only part time operation of our capacity can supply us with more cars than the market can sell. (Indications are that the automobile industry will soon be back on seasonal production when its temporary backlog of orders, resulting from four years of non-production for civilian use, are filled.)

During the Second World War, due to increased efficiency, our railroads hauled much more freight than during the First World War, with thousands fewer locomotives and half the personnel.

Coal mining, once one of the worst of the human toil employments, is now becoming mechanized so that large equipment is doing

the work, and thousands of men with picks and shovels are being forever displaced. Huge power shovels used in open pit mining can lift 30 to 50 tons to a height of 100 feet in less than a minute. In the underground mining of coal, the long-wall process completely eliminates the hand tool laborer.

In the housing industry, we are able with mass-production methods to build millions of modern, substantial homes each year. There is no physical reason why every North American should not have a modern, up-to-date dwelling to live in.

In the clothing industry, we find that hats and shoes are being made by automatic or nearly automatic machinery, and that the factories already built can supply all our needs with only part-time operation. Cloth is being turned out by the billions of yards. The textile mills have an annual capacity of over 100 square yards of cloth for each man, woman, and child on the Continent.

The preparation and serving of food, which is one of our major activities, is still mostly primitive in its mode of operation, but in some places large scale, efficient operations are being introduced, with mechanized equipment to do the work. One kitchen of large size, equipped with modern machinery, could prepare enough food for a quarter of a million people. In such a kitchen, human toil would be conspicuously absent. Central kitchens, combined with clean, air-conditioned eating places and efficient mechanical methods of serving the food, should they be made generally available, would soon eliminate most of the home cooking and the small, stuffy, inefficient lunch stands.

Small gadgets and bric-a-brac of all kinds are being turned out in such quantities that there is not enough room in the houses of the Continent to put all the stuff. The garbage collectors are kept busy hauling the excess off to the dump yards.

During World War II, we witnessed the production of aeroplanes, ships, tanks, guns and cars on a scale considered impossible only a year before it was done. As a minor example, we built and started to operate eight small arms plants, but in a short time we realized that the war was not big enough to use the output. So, with huge inventories on hand, we were compelled to close down five of them. In spite of the waste and destruction during the war, the end of hostilities found the United States "burdened" with a \$100 billion surplus of materiel. At the same time, we produced more consumers goods in dollar value than ever before.

We can produce all this with only part-time operation of our equipment. Never have we operated our total productive plant at more than 40% of its full capacity. Furthermore, the bulk of our equipment today is obsolete or obsolescent; much of it is more than 30 years old. Imagine what we could produce if as much as 50% of

our equipment were really modern! There is no question that, if all the industrial and agricultural equipment and methods were brought up-to-date and put into full operation, enough could be produced to give everyone on this Continent a physical standard of living several times that of the average person in the United States today.

A Fly in The Ointment

What is holding back the abundance which our productive capacity could provide?

Certainly the government does not destroy crops and curtail production because we have too much to eat. Certainly we do not ship vast quantities abroad as foreign handouts because American families are over-supplied. Certainly the automobile industry does not stall because we have all the up-to-date cars that we want. Certainly we do not all have a modern house in which to live, else why should families be sleeping in the parks and under bridges? Certainly the people are not all lazy and won't work. None of these is the reason. The American people have the desire to consume and the will to produce. There is another cause.

Is it not rather that the people do not have the means to purchase the things that they want?

Obviously, the cause is associated with the purchasing power of the people, or rather with the lack of it. The great majority of the families simply do not have means of getting sufficient purchasing power to supply their wants. They must remain at a low standard of living while our productive capacity marks time. Our political, economic, and labor leaders cry for "full production, full employment, and full consumption." But how can any of these be achieved under the Price System? Full production (of consumer's goods) would flood this Continent with huge quantities of all kinds of things. But even so, we could not have full employment (at productive and other essential occupations), for machines would be doing most of the work. And full consumption would not result, unless the people were provided with more income than they could get from hourly wages.

Price which was invented as a means of evaluation and money which was invented as a medium of exchange, in an age of scarcity, are no longer able to distribute the goods and services which the people need and which the farms, the factories, and the operators are capable of producing.

How is it that the people have insufficient purchasing power? Let us investigate the operating characteristics of the Price System and find out what is wrong.

How the Price System Operates

The Price System must operate at a profit. The businessman and manufacturers must sell their goods for more than they pay out for wages and materials. This means that the value of the goods produced is greater than the amount of purchasing power that is turned back to the consumers. In other words, the people who provide the materials and labor do not have enough money to buy all the goods that they produce. In order for business to sell the surplus goods, new customers must be found. This is becoming difficult, owing to the fact that our population is no longer increasing at its former rate, there are no longer huge waves of immigration, and there are no longer any expanding frontiers.

Various methods of increasing the sale of goods have been attempted. One of these is installment selling. Another is the export of goods abroad. In the past, America has sold large quantities of goods in foreign countries, but now that avenue of escape is being shut off due to the increasing self-sufficiency of foreign nations. The increased industrialization of many foreign countries during the war has turned them from purchaser nations into seller nations.

Contributing to the difficulty of maintaining profits is the rising tax rate, increasing distribution costs, and declining world markets. Business is hard pressed to maintain the first requisite of business—profits.

Surplus profits need to be invested. If profits are made, they bring with them troubles of their own. Those that cannot be spent to enhance living must be invested, otherwise they become a liability. One way of investing them is in further expansion of business—building new factories, installing new machines, establishing new stores, etc. This requires an expanding trade. An expanding trade may result from any one of these: an increasing population, an increasing territory of operation, the introduction of new industries, increasing military operations, or increasing purchasing power in the hands of the consumers. But the population of the country has become almost stabilized; its rate of increase is not sufficient to be important. There is no more new territory for expansion without aggressively forcing our way into the territory controlled by other nations. New industries are not arriving fast enough to give business a stimulus. An expanding war is not practical, because when we open up our production for war, the enemy gives up in defeat and our economy is faced with a collapse. More purchasing power in the hands of the consumers would help solve the problem, but how to get it there is the question.

Thus, the process of general expansion has nearly reached its limits under the Price System. We have more plants already installed

on this Continent than we can operate at a high load factor, and foreign expansion is becoming too hazardous a venture to offer a solution. Individual enterprises may still expand, however, at the expense of other enterprises. Thus, the larger and more efficiently organized and operated enterprises are crowding out and buying up the smaller and less efficient ones. This results in the profits becoming concentrated into fewer and fewer hands.

Another outlet for surplus funds is investment in stocks and bonds. As favorable investment possibilities in industrial fields are becoming scarce, more attention is being given to federal, state, provincial, and municipal issues, which are immediately over-subscribed. Recall how quickly the war bond drives were greatly over-subscribed as soon as they were opened up to heavy investors.

This abundance of liquid funds causes an automatic reduction in the interest rate, which is steadily approaching zero. What is going to become of the leisure class, if it can no longer get enough interest from its hereditary investments to live on? As the interest rates go down, the banks are forced to charge people for depositing their money, and the insurance companies have to raise their premium rates. Eventually, they will drown in their own liquidity and be forced to suspend operations.

Another scheme employed to make profits on investments is for the financial manipulators to sell each other watered stock, then to let depressions in the market squeeze the 'water' out of it; the guilty manipulators in most cases being able to pass their stock on to innocent investors before the decline comes.

Credit expansion and debt. Since the people do not have enough cash to buy the goods that are produced, mainly because of the factor of declining man-hours, one of the tricks to keep production and sales going is the delayed payment plan—time payments, installment buying, credit. Thus, for the time being, business is able to dispose of more goods than the people can pay for. But, in order for this to continue, there must be an expanding consumer credit so that the consumers can continue to buy more goods as well as pay off the installments on their old purchases. Obviously, this cannot go on for long as nothing can expand indefinitely. Widespread foreclosures and bankruptcy would be the end result.

Another practice is for the governments of the cities, states, or nations to borrow money from the businessmen and financiers, either through the banks or directly through the sale of bonds, and to give it out to the people so they can buy the products of industry. This may be either through relief doles, boondoggling activities, war wages and salaries, loans, or subsidies. This must also be a continuous and expanding enterprise, or else the purchasing power of the people drops, sales become reduced, and production closes down. Credit has now

become so expanded that the local governments can no longer support it, and the federal government has had to take it over. The accelerating rise of the federal debt illustrates what we mean. It has become a one-way process; it must continue until the government's credit is gone. The political imposition of debt limits is only so much horse-play.

Competition for business. But the troubles mentioned so far are only the effects. The real problem is technological development. As businesses and industries operate in competition with each other, every advantage counts. Anything that will speed up the rate of production and cut down costs is encouraged, first by one of the competitors, then by the others. The inventor, the engineer, and the efficiency expert have been called in with devastating results.

The basic costs to industry are the costs of plant, material, and labor. The cost of plant is reduced by installing smaller and faster machines so as to produce more units, thus cutting down the pro rata cost. In order to cut down the cost of materials, there must be found new and cheaper methods of producing those materials or of producing cheaper substitutes. Technology works on that problem, and the market is flooded with materials unknown to our parents a few years ago: rayon and nylon replace silk and cotton; plastics replace leather, wood, and metals; glass cloth replaces cotton, wool, and linen cloth; and so on.

The cost of labor is cut down by the installation of labor-saving machines, and the permanently displaced workers fill the streets. As the cost or inconvenience of human labor increases due to union demands and strikes, industry is impelled to install more and more automatic machines. It is clear to the industrialist that, if he is to successfully meet competition and make profits, he must cut down the costs of production, 'of which wages is the most important part'.

In 1904, the manufacture of an automobile required 1291 man-hours of labor; now a much better automobile can be produced with less than 60 man-hours. 'But,' the economists argue, 'there are more automobiles being made today than there were in 1904, and besides that, look at the service stations, the garages, and the oil industry which employ additional men. Therefore, there is more employment now than there was in 1904.' The professional economists tick those arguments off like clockwork. And it is true that the automobile and the other industries increased total employment up to a certain point, along with the rapidly increasing production. But they fail to point out that a certain peak is always reached beyond which employment decreases, even though production continues to rise. When the total production reaches a maximum and levels off, the declining man-hours per unit of production results in a falling off of total employment. This point has been reached in all the major industries in America, so the arguments of the economists are invalidated.

The problem cannot be dodged by that kind of logic; otherwise, how is the fact explained that the working time of the laborers which once was 72 to 84 hours per week, has been consistently decreasing, dropping down to 60, then to 54, 48, 40 and fewer? How does it explain the statistical fact that the total number of men employed in this country reached a peak in 1919, began falling off in 1923, and continued to decline in spite of rising production? The manufacturing industries in 1919 used 29 billion man-hours of labor; in 1929 this had dropped to 22 billion, in spite of a 62 percent increase in production; and in 1938 there were only about 10 billion man-hours employed. All of this means less wages paid out to the consumers with which to purchase the goods produced. Only a world war, employing over 13 million in the armed forces and still more millions in war production and transport, under wasteful cost-plus contracting, was able to provide 'full employment' again. That employment boom is due for a collapse unless another world war can be 'arranged' to stave it off temporarily.

The political and business leadership of this country is faced with this dilemma: If the capacity of the country is operated so as to provide nearly full employment, there will pile up such a surplus of goods that the Price System will not be able to distribute it. On the other hand, if production is curtailed to the volume of sales, there will probably be 30 million unemployed. Either event would be fatal to the Price System in America.

Price System economics can work only under conditions of scarcity. In order for anything to have value under the Price System, there must not be enough of it to supply everyone with all he wants; there must be a competition in the demand for it—a scarcity. For example, sand on the Sahara Desert has no value; there is enough of it to supply everyone in that region with more than he wants; there is no competition in the demand for it. The same thing is true of anything else that occurs in abundance, as certain orange, wheat, corn, and potato raisers have on occasion learned through sad experience.

Since 1919, we have been living under conditions of potential abundance. That is, we have had the opportunity to produce all of the things of life that everyone on this Continent could use. Since then, scarcity has been maintained by artificial means. Witness the industrial curtailment, monopoly restrictions, and crop destruction and limitations during recent years. World War II was not big enough to use up our full production, and in spite of colossal waste (other than destruction by war), huge surpluses piled up. Even the most drastic of artificial means are failing to maintain a scarcity in the face of increasing technology and the inherent inconsistencies within the Price System itself.

The Price System is on its way out!

Politics is a Part of the Price System

'But', we may say, 'surely our government can do something about it. Surely good old Uncle Sam "will not let the people down."' Well, let us see what the government has been doing about it all this time.

For one thing, the government has been actively maintaining scarcity. One technique in common use is to tax the people for money to buy up the surplus, so that these same people will have to pay higher prices for the remaining scarcity. The surplus is then destroyed (or allowed to deteriorate), or it is given away to foreigners, or it is sold to manufacturers (for some other use) at a small fraction of its cost to the government. Thus, the American consumers must pay twice for something they do not receive: first, to have it removed from the market; and second, in the form of excess prices for the scarcity that is left. They may even be asked to pay for it a third time, as when they are asked to contribute money to finance its shipment abroad.

Another thing which the government does is to go into debt, borrowing the money and giving it out to the people and to business in one form or another, in order to maintain the dying Price System. This began on a large scale in 1931 and has been increasing in magnitude ever since. But, as the federal debt ascends into the hundreds of billions of dollars, it throws the Price System out of balance and threatens its successful continuance. Furthermore, it is only a relief remedy and not a cure.

When the nation is faced with a crisis and the lawmakers are called together to do something about it, they more often than not engage in an endless filibuster over some trifling issue of negligible consequence. Maybe the wonderful wizards of Washington know what they are doing; but it is not at all clear to an outsider, and the results so far have been very discouraging. Could it be that the politicians simply do not have an answer for the problems confronting us?

The political system is so involved in the economics of the Price System that the two are bound to go down together.

Need for a Change of Concepts

Events are moving rapidly today. We must move forward; there is no turning back. The past is gone, the present passes swiftly, so our eyes must turn to the future if we are to advance rather than to remain static. Europe during the dark ages and the China of our time are good examples of what happens when the people turn their eyes toward the past. On this Continent, we can point to Quebec as an example of static culture.

What does the future hold? We, of course, have no magic crystal. We are not blessed with divine revelation; we can only predict the future on the basis of probability. We must use the same method that the scientist uses when he predicts an eclipse of the sun, the same method the insurance company uses when it predicts the life expectancy of people, the same method that the engineer uses when he predicts the load capacity of the bridge which he is building. We must predict by projecting past knowledge and trends into the future—we must predict from factual knowledge which we have already gained from the past.

By extending certain present trends into the future, we can see that events are accumulating which threaten to destroy our civilization. Our present civilization is just as surely headed for a downfall as were the great civilizations of the past. But this time a new factor is present which is more potent than any factor of the past. This is the factor of extraneous energy and technological development. This factor has speeded up our tempo of living; events move faster today than ever before. Since we have advanced farther, we have farther to drop, and will hit bottom harder. This is a very real possibility.

But, for the first time in history, mankind has the choice of whether it shall plunge into chaos or rise to a higher level of living. For the first time, man knows what is wrong and knows what to do about it. We now have the knowledge and the means for not only averting chaos, but for rising to a level much higher than man has ever yet attained. The application of the knowledge of science to the management of human affairs offers us a way out.

But whom can we expect to use the knowledge of science in the management of society? And by what method can this be applied?

How much faith can we have in any political system in vogue today? Let us briefly review some of the outstanding political philosophies and see what they have to offer in the way of a solution.

Communism and Socialism

First, let us consider communism. This is a political and economic philosophy which emphasizes the 'rights' of the 'working class' as opposed to those of the 'capitalistic ownership class'. It is essentially a 'class struggle'—the interests of one group opposed to the interests of another group. In America, communism is outmoded. Modern technology is rendering the laboring 'class' obsolete, and communism is especially designed to work only under conditions wherein the majority of the people are laborers and the use of extraneous energy is low. The symbol of communism—the hammer and the sickle—signifies hand labor. Communism was designed especially to meet certain conditions which

existed in Europe around the year 1850. It may still be adaptable to a region of economic scarcity and slight technological development, but never to a high-energy civilization of abundance. Even Russia will have to abandon its communism once it passes from a condition of scarcity to a condition of abundance. One of the weaknesses of communism is that it does not sufficiently recognize the need for highly trained technicians, nor does it provide for an adequate system of leadership and control. It also tries to hold to the old superstition that 'all men are created equal'.

As for socialism, this form of governmental philosophy is as unsuited to a high-energy civilization as is communism. It still seeks to maintain the Price System, which, as we have seen, is only workable under scarcity conditions. It specifies the disruptive feature of differential incomes and attempts the futile task of evaluating each person's social 'worth'—'from each according to his ability, to each according to his needs.' Socialism is susceptible of political manipulation and compromise. No socialist philosophy has a well-organized plan of Continental operation, based on existing conditions and present knowledge. At best, the socialists (including the C C F in Canada) have only a vague program of nationalization of certain industries and services. None are practical for being put into effect on a Continent-wide scale on short notice.

Socialism and communism are philosophies, not the mechanisms of social control and operation. Their concepts are too limited in scope, lack unity and integrity of design, and are too general and too vague. They are of European origin, but have never been demonstrated to work effectively, even in Europe, although they have had opportunities to do so. Even if they do get a favorable start, as in Spain a decade ago, and more recently in England, the inherent weaknesses mentioned above prevent effective operation. Even Russia did not demonstrate a noticeable advancement until, in 1934, she diverged from the traditional concepts of Marxian communism and instituted a program of area technology—a design of physical operation for an area, not a philosophy of human control.

No, Americans cannot look to socialism or communism to save or advance our civilization. On this Continent, they could not get ready in time, and could not operate if they did.

Fascism

Fascism, in its various forms, represents the final consolidation of economic, political, and ecclesiastical powers for a last desperate stand in defense of the Price System and its scarcity values. Its structure consists of a small oligarchy of wealth and power, which wields arbitrary

authority over all phases of life of the population, while the great majority of the people are leveled out at a low standard of living, toiling at small, hand-tool operations. Fascism is not intellectual, but relies upon emotionalism, ignorance, fear, and superstition for its popular support. It does not have a long range objective, other than to keep the ruling oligarchy in power. Its policy is one of expediency, rather than one of planned operation. It stands ready to use any form of trickery, suppression, or force which seems expedient to preserve the existing economic order. Fascism is suitable only to conditions of scarcity and to a people long conditioned to suppression and prejudice. It is especially suitable to conditions wherein the majority of the people is still on the soil.

The second world war has revealed to us the operating characteristics of instituted fascism and some of its capabilities. Italy, Germany, Spain, and Japan have offered us examples of what to expect from fascism once it gets established in power. But, these examples are very nice and restrained compared to what would transpire should fascism be instituted in an area of high-energy conversion.

Democracy

'Well, how about democracy? Isn't that our best hope?' we may ask.

The democratic ideal was founded on the idea that all men are created free and equal. It was conceived especially for a population that was largely agricultural, with a low consumption of extraneous energy, when activities were relatively simple and the movement of events slow. Under these conditions, almost anyone could be moderately well informed on the social and economic problems of the day, and there was no great need of haste in social action, since conditions were quite stable. Life was simple, interests were fairly uniform, and the problems mostly minor. The masses of the people could be depended upon to make rather accurate judgments in the selection of candidates for office, and in voting on social issues. Errors of judgment did not matter, however, as they could not cause serious damage anyway.

In a power age of high energy consumption and rapid social and industrial change, democratic ideals and methods have demonstrated themselves to be inadequate. Few individuals, no matter how competent they may be in their own fields, are able to comprehend the intricate and complex problems of our nation today, much less pass accurate judgment upon them. The assumption is that, while the individual may not have enough knowledge and understanding of the problems of state, he will have intelligence enough to elect as his representatives people who do. The fallacy of that assumption is too obvious to need further elaboration.

Biology has proven the fallacy of the idea that all men are created equal; the differences in achievement of individuals under conditions of equal opportunities demonstrate it conclusively. The wide range of inherent abilities and aptitudes among individuals makes for a wide range in their capacity to do socially useful work. Heredity and training determine who shall be more fitted for leadership, or otherwise perform the necessary kinds of work, much more effectively than can popular opinion, especially when this latter is stimulated to action by economic pressure and emotional appeal. None of our successfully operated industries today resort to democratic methods for the election of managers and technicians; a selection based on training and ability proves to be much more satisfactory.

The rapid rate of industrial operation and the need for rapid social adjustment to changing conditions make democratic methods obsolete. Even today, in 'this greatest of all democracies', our administrative leaders do not use democratic methods to decide important issues. The people are not permitted to vote, for example, on the question of declaring war. If the people who do the fighting, the dying, and the paying are not permitted to voice their desires about going to war, then how does democracy function in our country today? Does it not look as though democracy has been unofficially relegated to the dump yard with the ox-cart age it represented? Furthermore, if democracy is so wonderful, how do you account for our present chronic predicament, after 150 years and more of its alleged operation?

No, we cannot look to any system in vogue today to lead America into a new era. While the politically-minded reactionaries, conservatives, and liberals argue as to whether we shall dodge our social problems by turning 'right' or by turning 'left', the momentum of events is compelling us to go only upward or downward.

Political philosophies and political parties are not concerned with a new mode of physical operation. Their only concern is *who* shall operate the social system under the same old conditions; they do not specify *how* it shall be operated. Technocracy differs from all political concepts in that it specifies the mechanics of area operation, and is not concerned about who shall direct that operation, so long as those who do the job are functionally qualified for it.

Science for North America

Technocracy alone is preparing to lead us upward to a higher plane of civilization. Everyone else seems to be waiting for events to take their course—to plunge us into chaos. A few of our leading thinkers can make a relatively clear analysis of our present predicament, and point out in a general way what is needed, but they are conspicuously lacking in any clear-cut and practical plan of social synthesis.

Our society today is a sick society; and this in spite of the fact that we have more accumulated knowledge than any generation before us, and in spite of the fact that we have more educated and trained men and women than any age of the past. Some of the outstanding symptoms of this sickness are war, internal strife, crime, disease, poverty, debt, unemployment and malnutrition. We have not yet attempted to cure the sickness, but only to give relief remedy to some of the more outstanding symptoms.

It is widely recognized among our educated people that all we can call civilization today, as contrasted with the dark ages of Europe, has been built by science. Yet, the management of this new kind of civilization is still the same kind of management that was used thousands of years ago; it has not been changed to conform to the new conditions which science has introduced. Is it not time that science was tending its own child, instead of foisting it upon step-parents who have neither the training nor ability to handle it?

Technocracy, simply defined, is the application of the knowledge of science and the methods of technology to social management. Technocracy has determined that, since a highly developed technological method of production deriving most of its energy from extraneous sources is in use, a technological method of distribution must accompany it. Any of the old methods of distributing a scarcity bog down in the face of abundance.

Technocracy has drawn up a blueprint for the operations of the North American Continent, in the same way that an engineer draws up a blueprint for an irrigation project, or for a new design of engine, or for a continental telephone system. In doing this, Technocrats are not filled with any love of humanity, nor are they influenced by any ethical ideal, but they are primarily concerned with function. The question in their minds is this: What design of social mechanism will operate at the maximum of efficiency with a minimum of oscillation?

Everything touching upon the problem has been studied, analyzed, and checked with the best scientific knowledge available. A complete survey has been made of the entire North American Continent to determine its mineral resources, its waterpower, its mechanical equipment, and its trained personnel. The conclusions of Technocracy are the most accurate and the most probable that can be drawn from our present knowledge. Only when more knowledge is available, will anyone be able to draw more accurate conclusions. Technocracy makes no promises; its statements are statements of fact or probability.

What Technocracy Means

We shall not attempt to give at this time a complete and detailed description of Technocracy. It would be futile to try to present it in a

booklet of this size. So, the following presentation of Technocracy's program is merely a general outline, which may be filled in by further reading, inquiry, and research. The blueprint of Technocracy includes these things:

It provides for the mechanization of production and service functions to their greatest efficiency, with a maximum use of extraneous energy and a minimum use of human effort and time.

This will result in an abundant production of those things essential to the well being and growth of the people of this Continent. It would be adequate to raise the standard of living many times that of the present average. (This standard of living will be approximately equivalent to that which could be purchased with a yearly income of \$20,000 for every adult individual, based on 1929 commodity prices.)

There will be a constant equilibrium between production and consumption. This means that the rate of consumption will determine the rate of production. A balanced load operation, 24 hours per day and 365 days per year, will yield the most production from our equipment.

Goods will be produced for an optimum amount of use, which means that the quality of most goods will be greatly improved. For example, automobiles will be made to run a half million miles or more before needing major repairs, instead of the present 50,000 to 100,000 miles. The quality of clothing, likewise, will show remarkable improvement.

There will be installed a *functional control* to replace the present political and financial controls. This is similar to the operational controls used in our major industries today, such as in the telephone system, where ability and training are the primary considerations. It is the type of control most suited to efficient operation and to basic human nature.

The operations of the entire North American Continent will be consolidated and integrated into a single operational unit. This area will include Central America, the West Indies, the northern rim of South America, and Greenland, as well as Mexico, United States, Canada, and Alaska. This will be known as the Technate of North America.

There will be a careful use of non-replaceable resources and a maximum use of replaceable resources, so as to assure a long duration of a high-energy civilization.

Under this system of operation and social control, these are some of the things that will result:

Everybody will be as well and healthy as science is able to keep them. A yearly or twice yearly physical examination will locate any physical or mental defect before it becomes serious, and it can be treated

before it is too late. The average length of life will be increased and a high level of vitality maintained until late in life. The individual will not be economically penalized for this service.

There will be a high standard of education for all. This will consist of a realistic adaption to life and prevailing conditions, and will be fitted to the individual in such a way as to be interesting and stimulating. (This is in sharp contrast to the present system, wherein almost everything touched by the schools becomes dull and boring). The extent of a person's education will be limited only by his ability to learn.

There will be an abundance of goods and services available to every citizen. This means that there will be all that can be consumed without unnecessary waste. The 'right' to consume will be the 'right' of citizenship, and will not be in the nature of reward for work done. An equal purchasing power, in the form of non-transferable Energy Certificates, will be issued to every adult citizen. This will not be done because everyone will 'deserve' the same amount, nor because everyone will have the same wants; but because it takes more trouble and energy to determine the relative 'worth' of individuals, to distribute variable incomes, and to manage a differential standard of living among the population than it is simply to give the people all that they can use. Whether one spends his whole income or not, and how he spends it, is his own private affair; what one purchases will vary with his particular wants and interests. The measurement of goods will be based on the non-fluctuating net energy cost of production and services instead of on the fluctuating scales of supply and demand. (For further information, see The Energy Certificate.)

There will be no class distinction based on differences of income. Conspicuous waste of goods and services will no longer be a symbol of social prestige. The only way one can get superior recognition is through superior achievement; one cannot buy it, nor maneuver into it by political means.

Most of the causes of present day worry, conflict, and frustration will be eliminated. For example, it will be impossible to go into debt and, likewise, impossible to save income for the future. It will be impossible to sue anybody for any of his income, or to be sued. There will be very little crime, since the abolition of money and exchange will remove the incentive for 95% of the present crime. One cannot lose, nor be swindled out of, his wealth or security.

Insurance of all kinds will become unnecessary, also all charities and philanthropies, since everyone will be guaranteed full income for life and no one, can deprive him of that income.

People will have a maximum of free time. After the Technate enters balanced load operation, it is estimated people will 'work'

about four hours per day, 165 days per year, beginning at 25 years of age and retiring at 45 to do whatever they wish for the rest of their lives, and still enjoy full consuming privileges. People will have to be educated and prepared for a life free from toil. This does not mean that they will be idle, for human beings are normally active. It means, rather, that they can devote their attentions and energies largely to matters of choice instead of to means of gaining a livelihood.

Many occupations now in existence will no longer be useful, and will be abandoned. This will release a large number of people to share in the socially useful work. The people most affected by this will be the businessmen, salesmen, advertisers, lawyers, bankers, insurance-men, politicians, gamblers, racketeers, and their various and numerous assistants.

These are only a few of the effects of the system of Technocracy. The plan of Technocracy embraces a complete blueprint for the operation of a Continental system of abundance. It is an American solution to an American problem. Its installation does not call for the shedding of human blood, which is characteristic of European terroristic methods. A Marxian revolution cannot be used to bring about social change on this Continent. Any revolution which would disrupt the flow lines would plunge this Continent into chaos, from which recovery would be doubtful, at least for a long time. Neither can fascism operate the society of North America. Both of these concepts are European philosophies of scarcity.

If you are interested in learning more about the technological approach to the solution of our social problem and of Technocracy's designed strategy for the installation of a new social order on the North American Continent, you are invited to investigate the Organization and its body of thought. If you are a citizen of this Continent and not actively engaged in politics, you are urged to become a member, attend the Study Class, and become active in bringing to realization the greatest social change in history.

Some Questions Answered

In concluding, we should like to answer a few questions that are most commonly asked of Technocrats.

Will Human Nature have to be changed to fit this new system? Basic human nature will not be changed; only a change in one's chromosomes can do that. Technocracy is a functional system, not an idealistic system, therefore, it does not propose anything that will not work in harmony with nature. Some details of human activity will have to change, as the environment changes. But that offers no great problem. We have been changing our habits and activities right along

to fit new inventions. People have changed their action patterns readily enough to fit the automobile, airplane, radio, and talking pictures, although in every case there were those who claimed that such inventions were contrary to human nature. Women adapt themselves to new styles of dress every year or so. During the two world wars that have occurred within the lifetime of many of us, we made many rapid adjustments. Human beings are highly adaptable, so we need have no worry there. Basic human nature will not be changed; but when conditions change, human behavior will change.

What incentive will people have for doing their best work if the profit motive is removed? In the Technate, no one will be stimulated by the profit motive—nor be corrupted by it. One will no longer be motivated by the desire to keep up with the Joneses or to get ahead of the Smiths through economic display, but far more effective and satisfying stimuli will be present. We will be free to follow such action patterns as love of accomplishment, the desire to be socially useful, the desire to perform a more significant function in the operational system, and the desire to gain the most with the least effort. We can devote our attention to accomplishment and not to how much it will pay us. If these stimuli, along with the desire for a high standard of living and release from toil, should prove inadequate (which is improbable), the Technate could issue some gold-bordered certificates or stamp out some bronze medals. We know that people will exert themselves to exhaustion, or even face death, for bronze medals.

Furthermore, there will be keen competition for the more socially-significant jobs. To get these jobs, one will have to be more qualified to function at them than anyone else available; otherwise, he would have to work at something else, perhaps less significant or less desirable from his viewpoint. Then, of course, if he did not maintain a high standard of accomplishment, he would be subject to demotion or transfer, as in any industrial system today. People are naturally stimulated to do their utmost in a functional set-up, where performance counts for everything.

Will one have personal freedom in the Technate, or will one be regimented? In the Technate, a person will have the only freedom that has ever meant anything—the freedom to purchase what he wants and plenty of time in which to do what he wants. Since no one will be in jeopardy of losing his security, one will be able to express himself openly, without fear of being penalized economically. There are some so-called ‘freedoms,’ however, that will not be permitted; such as, ‘freedom’ to chisel from ones fellowmen, ‘freedom’ to interfere with the welfare or efficient functioning of others, or ‘freedom’ to take action against the Technate (treason). But, in the amount of personal freedom for everyone, Technocracy far surpasses any social system to date.

Aside from personal freedom of action, Technocracy guarantees freedom from the fears and worry of war, crime, poverty, litigation, and other Price System interferences with the enjoyment of living.

America's Future

We may be tempted to dismiss Technocracy as just another utopia, another wishful fantasy. But Technocracy is an engineering blueprint, not an idealistic dream. And, as such, it is not to be confused with any utopian scheme from Plato's Republic on down. Its application does not await any great change in the moral or ethical ideals of the people. It does not depend upon the general acceptance of the idea of the 'universal brotherhood of man.' Technocracy takes human beings as they are, not as we wish they were. It must, and does, fit in with human nature. Nor does Technocracy pretend to make everyone happy, for any social system that equalizes physical benefits for all is bound to make a few persons unhappy. Fascism is more to the liking of some people. But Technocracy does claim to be the only design that will successfully operate a high-energy civilization in the production and distribution of abundance. Its resultants will be a very high physical standard of living for all, a minimum of human toil, high standards of health and education, and a general flexibility of action far beyond the greatest hopes of today. And this level of civilization can be maintained for at least a thousand years.

The only way you can refute Technocracy is to produce an alternative system that will accomplish the same objectives and provide the same resultants, more efficiently or more satisfactorily. So far, none has been offered that even comes close.

When you convince yourself that Technocracy has the only valid solution for North America's unique problem, will you have the courage and integrity to do the one thing that will facilitate its adoption? Join Technocracy! There is a place for you in this Organization, and a job you can do. Technocracy needs you, but you need Technocracy even more. It is your future as well as that of every other North American that is at stake. We urge you to take positive action—now.

—WILTON IVIE

North America's Only Social Dynamic

WHAT?

Technocracy is the only North American social movement with a North American program which has become widespread on this Continent. It has no affiliation with any other organization, group or association either in America or elsewhere. The basic unit of Technocracy is the chartered Section consisting of a minimum of 25 members. It is not a commercial organization or a political party; it has no financial subsidy or endowments and has no debts. Technocracy is supported entirely by the dues and donations of its own members. The widespread membership activities of Technocracy are performed voluntarily; no royalties, commissions or bonuses are paid, and only a small full-time staff receives subsistence-allowances. The annual dues are \$6.00 which are paid by the member to his local Section. Members wear the chromium and vermilion insignia of Technocracy—the Monad, an ancient generic symbol signifying balance.

WHEN?

Technocracy originated in the winter of 1918-19 when Howard Scott formed a group of scientists, engineers and economists that became known in 1920 as the Technical Alliance—a research organization. In 1933 it was incorporated under the laws of the State of New York as a non-profit, non-political, non-sectarian membership organization. In 1934 Howard Scott, Director-in-Chief, made his first Continental lecture tour which laid the foundations of the present Continent-wide membership organization. Since 1934 Technocracy has grown steadily without any spectacular spurts, revivals, collapses, or rebirths. This is in spite of the fact that the press has generally 'held the lid' on Technocracy, until early in 1942 when it made the tremendous 'discovery' that Technocracy has been reborn suddenly full-fledged with all its members, headquarters, etc., in full swing!

WHERE?

There are units and members of Technocracy in almost every State and in every province in Canada, and in addition there are members in Alaska, Hawaii, Panama, Puerto Rico and in numerous other places with the Armed Forces. Continental Headquarters will be pleased to inform any one of the location of the nearest Technocracy unit.

WHO?

Technocracy was built in America by Americans. It is composed of American citizens of all walks of life. Technocracy's membership is a composite of all the occupations, economic levels, races and religions which make up this Continent. Membership is open only to American citizens. Aliens, [REDACTED] and politicians are not eligible. (By politicians is meant those holding elective political office or active office in any political party.) Doctor, lawyer, store-keeper, farmer, mechanic, teacher, preacher or housewife—so long as you are a patriotic American—you are welcome in Technocracy.

Magazines

THE TECHNOCRAT, 8113 So. Vermont Ave., Los Angeles 44, Calif.,
20 cents; \$2.00 for 12 issues; \$1.00 for 6 issues.

TECHNOCRACY DIGEST, 1166 West Georgia St., Vancouver, B. C.,
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AMERICA MUST SHOW THE WAY!

We of America live in a critical period of history, a period which will see more change than any period before it. The past fifty years have witnessed more change in the amount of goods and services made available to man than did all the time of human history before that. And this change is progressing more rapidly today than at any previous time.

North America occupies a unique position in this world of change. We should be thrilled at the opportunity of living on this Continent at this time; for, North America is destined to determine the future of the world. What is going on in Russia, in Germany, in Spain, and in China is insignificant and unimportant compared to what is going on here, now.

North America is the only Continent on earth today that is ready to advance civilization beyond its present level.

In the first place the peoples of North America are on friendly terms with each other. We are not separated by petty nationalisms. Although the population is represented by two great cultural groups, these two groups are not incompatible. The North-European descendants in the United States and Canada on the one hand, and the Latin and Indian descendants in Central America and the West Indies on the other, are adapted especially to the particular regions in which they live. Neither wishes to invade the territory of the other. There are only two major languages involved, and the differences in culture do not greatly conflict. Furthermore, four-fifths of the people belong to one culture. Compared to Europe, Asia, South America, or Africa, we are conspicuously unified.

This Continent has the advantages of geographic isolation. Perhaps Australia and South America can boast of greater physical isolation, but that is as far as their isolation goes. Although technological developments in communication and transportation are tending to annihilate distance, we can nevertheless be thankful for the Atlantic and Pacific oceans.

We have the additional advantage of being a self-sustaining unit. We have nearly all the essential minerals needed by civilization, and have them in abundance. There are very few things that we need from the outside, and we are in a position to barter for these on our own terms. We have an abundance of fertile soil; we have the greater share of the oil, coal, iron ore, and copper; we have an abundance of water power; and North America is not heavily burdened with population. North America alone among the continents is a self-contained and self-operating unit.

South America and Africa are lacking in industrial development, lacking in trained technicians, lacking in a high degree of technological advancement. The lack of industrial development is correlated with a lack of important mineral resources in most of their countries.

Asia, in addition to the limitations just mentioned for South America and Africa, is terrifically overburdened with a most uneducated and untrained population. And even if Asia had the trained technicians and an attitude of progress, she does not have the resources to raise the standard of living of her present population above the level of the European peasant.

These three dark continents have too far to go to catch up with the present, much less to offer any immediate hopes for advancement into the future.

Europe is relatively rich in natural resources, relatively advanced in culture, and has some industrial development and a few trained technicians. But Europe lacks the political, linguistic, and cultural unity that is necessary for concerted action. She is so cut up with petty and conflicting nationalisms that any unified action is, for the time being at least, out of the question. Furthermore, Europe has a burden of population which is inimical to a high standard of living.

The Real Wealth of North America

North America then is the only place for the new progress to start. We have half the installed power engines of the world. And that is important, because oil, coal, and running water are of little use, unless we have the engines to transform their energy into power. As an example of this, Venezuela and Columbia in South America have rich oil fields, but they lack the installed power engines; therefore, the oil is of no direct use to them, so they ship it out to the United States and other countries which have the engines. North America has the energy and it has the engines.

We have half of the industrial equipment of the world; we have half of the trained technicians and operators of the world, as well as half of the trained medical doctors and educators. And we have only about one-twelfth of the world's population.

North America is not only best equipped to bring in a new order, but is also the Continent which is most ready. We have reached the point where plenty of the physical needs of life can be produced for everyone on this Continent. During all human history up until this generation, there has been scarcity. That is, if one person had all he could use, others had to have less. There was not enough to supply everyone with plenty. Since 1919, we have had the industrial capacity to give everyone on this Continent a standard of living equivalent to \$5000 or more per person per year. Today that figure could be raised to a higher level than

that. Perhaps you do not believe this, so I shall point out a few facts which will make it apparent.

Our Tremendous Producing Capacity

Even with the crude agricultural methods now in general operation, we are able to produce more food in this country than we can consume. If more of the new machines and processes now invented were put in general use, the politicians who are the guardians of scarcity would have something to really worry about. For example:

With a large tractor now in use, one man can plow an acre of ground in five minutes, which is about fifty to a hundred times faster than one man with a team of horses can do it.

A machine in operation near New York City can wash, dry, and milk fifty cows every twelve minutes.

A corn-husking machine has been in operation for two years now, which can pick, husk, and deliver corn into a wagon or truck driven alongside automatically.

A mechanical beet-thinner has been invented and proved successful, which can thin beets without human effort other than that required to guide the machine along the rows. (Even this much human effort may not be necessary; because, a machine has been tested recently in Louisiana which can cultivate a field of growing crop, without any more effort than that required to take the machine out, start it running, and then go out and bring it in when it is through.)

Another beet machine can automatically dig beets, top them, and deliver them into a truck driven alongside.

Many such inventions could be listed which would increase the output of food products with less labor, though these examples will suffice. The most revolutionary developments affecting agriculture are those involving the use of chemistry. Many plants can now be grown without soil, in tanks of water containing a few mineral salts. These plants will yield ten to thirty times the amount that soil grown crops will yield on the same surface area, and in a much shorter time. Furthermore, these plants can be kept free from dirt, disease, and insect pests. Some branches of agriculture, following in the trail of the other one-time home industries, seem headed for the factories. Incidentally, poultry raising and egg production have already become factory industries.

Well, so much for the production of food crops. In the field of manufacture, we find that:

Shoes are made largely by automatic machinery. There are enough machines in this country today to produce all the shoes that are needed with only part time operation.

A new automatic hat-making machine recently put into operation at Norwalk, Connecticut, can turn out 240 hats a day, without human labor.

The manufacture of cloth is only a seasonal industry. The machines working only part time can turn out all the cloth that can be used. The production in 1935 was over seven billion square yards—fifty-four square yards for every person in this country—and the machines operated at less than half of their capacity.

The production of automobiles has become so great that, in spite of inferior quality and rapid change of styles, this country is saturated. The manufacturers and dealers, according to a recent newspaper announcement, have over two million surplus cars on hand (including second hand cars). The automobile plants have gone on part time operation to let sales catch up with production. And incidentally, they are taking advantage of the opportunity to install more automatic 'non-striking' machinery.

In the housing industry, more new houses have been built than can be sold. And now we read published reports that a large corporation is preparing to turn out factory-built houses far better and far cheaper than any of the present types of smaller houses.

Over fifty percent of the equipment used in industry today is over thirty-five years old; ninety percent is over ten years old.

There is no question that, if all the industrial and agricultural methods and equipment were brought up to date and put into full operation, enough could be produced to give everyone on this Continent a physical standard of living several times that of the average person in the United States today.

A Fly in The Ointment

What is holding up this production?

Certainly the government is not destroying crops and curtailing production because we have too much to eat. Certainly the automobile industry is not closed down because the people have all the up-to-date cars they can use. Certainly everyone does not have a modern house to live in. Or why should our president lament that one-third of our people are ill-housed, ill-clothed, and ill-fed?

Why is it that people do not have everything they can use? Is it because they are lazy and won't work? It is not because we cannot produce enough. Could it be that the people do not have the means to purchase the things they need?

Obviously the cause is associated with the purchasing power of the people; or rather, with the lack of it. Price, which was invented as a means of evaluation, and money, which was invented as a medium of exchange, seem no longer able to distribute the goods and services which

the people need, and which the farms, the factories, and the operators are capable of producing.

Why have the people insufficient purchasing power? Let us investigate some of the characteristics of the Price System and see what is wrong.

How the Price System Operates

The Price System must operate at a profit. The businessmen and manufacturers must pay out less for materials and wages than they receive for their goods, which means that more goods are produced than the people can buy; because, the people have only the money that was paid out to them for materials and labor with which to purchase the goods and services. In order to sell the surplus goods, new customers must be found. This is becoming increasingly difficult owing to the fact that our population is no longer increasing at its former rate, and there are no longer any expanding frontiers or waves of immigration.

Various methods of increasing the sale of goods are attempted, including installment selling and the export of goods abroad. In the past America has sold tremendous quantities of goods in foreign countries, but now with the growing economic self-sufficiency of foreign nations this avenue is closing.

Contributing to the difficulty of maintaining profits is the rising tax rate, increasing distribution costs, and constantly declining markets. Business is finding itself in increasingly difficult straits, and cannot maintain much longer the first requisite of business—profits.

Surplus profits need to be invested. If profits are made, they bring with them troubles of their own. One way of investing them is in further expansion of business—building new factories, installing new machines, establishing new stores, etc. This requires an expanding trade—an increasing population, increasing territory of operation, or the introduction of new industries. But the population of this country has become almost stabilized; there is no more new territory for expansion; and new industries are not arriving fast enough. Thus the process of general expansion has reached its limits. However, individual enterprises may still expand in this country, up to the limits of saturation, at the expense of other enterprises and in competition with them. Thus the larger, better organized, more efficient, and more highly advertised businesses are crowding out the smaller and less efficient ones.

Industries and businesses are nearly all fully expanded or over expanded in this country at present. So the only other outlet for expansion is foreign expansion; and this is becoming too hazardous a venture these days to offer a solution.

Another outlet for surplus funds is investment in stocks and bonds, and as the investment possibilities in industrial fields are so scarce, the federal, state, provincial, or municipal issues are immediately over sub-

scribed. This abundance of funds causes an automatic reduction in the interest rate, which is steadily approaching zero. What is going to happen to the leisure class, if it can no longer get enough interest on its investments to live on? If the banks and insurance companies can no longer get sufficient interest rates, then insurance premiums must rise, and the banks must charge people for depositing their money. Eventually they will be forced to suspend operations.

Another scheme for investment of the profits is for the financial institutions to sell each other watered stock, then to let depressions in the market squeeze the 'water' out of it, at the expense of the innocent stockholders; the guilty manipulators in most cases being able to avoid having any stock in their possession when the decline comes.

Credit expansion and debt. Since the people do not have enough cash to buy the goods that are produced, because of the factor of declining man-hours, one of the tricks resorted to, to keep production and sales going, is the delayed payment plan—time payments, installment buying, credit. Thus for the time being, business is able to dispose of more goods than the people can pay for. But in order for this to continue, there must be an ever expanding consumer credit, which obviously cannot go on very long, because nothing can expand indefinitely. It would end in bankruptcy for the debtors eventually, with consequent loss to the businesses which extended the credit, or to their successors in the possession of the debt claims.

Another practice is for the governments of the cities, states, or nations to borrow money from the businessmen and industrialists, either through the banks or directly, and give it out to the people in one form or another, so they can buy the products of industry. This must also be a continuous and expanding enterprise, or else the purchasing power of the people drops, sales become reduced, and production closes down. See what happened when the government tried to balance its budget by cutting down relief grants. It is a one-way process; it must continue until the government's credit is gone.

In this credit expansion business, the hope of each individual financier or investor is that he will be able to pass the bonds or I. O. U.s on to someone else before the axe falls.

Competition for business. But the troubles mentioned so far are only the effects. The real problem is technological development. As businesses and industries expand in competition with each other, every advantage counts. Anything that will speed up production and cut down costs is encouraged. The inventor, the technician, and the efficiency expert have introduced new processes with devastating results.

The basic costs to industry are the costs of material and labor. In order to cut down the cost of materials, there must be found new and

cheaper methods of producing those materials, or of producing cheaper substitutes. Technology works on that problem, and the market is flooded with materials unknown to our parents a few years ago: rayon replaces silk; plastics replace leather, wood, and metals; glass cloth is replacing cotton, wool, and linen cloth; and so on.

The cost of labor is cut down by the installation of labor-saving machines—and the unemployed fill the streets. Whenever business conditions go into a slump, or labor calls a strike, industry takes advantage of the layoff to install cheaper methods of production. The only industry that did not slump between 1929 and 1937 was the automatic machine industry.

The Salt Lake Tribune of January 23 carried in headlines the announcement that the U. S. Steel Corporation was going to spend \$80,000,000 on plant modernization. That means labor-saving machinery. To quote the words of the Steel Corporation's president: "It is clear prices (of steel) cannot be reduced without corresponding reduction in costs, of which wages is the most important part." In June the price of steel was cut.

Thirty-four years ago the manufacture of an automobile required 1291 man-hours of labor; now a much better automobile can be produced with only 62 man-hours. But the economists argue that there are more automobiles being made today than there were thirty-four years ago; and besides that, there are the service stations, garages, and oil industry which employ additional men. Therefore, there is more employment today than there was thirty-four years ago. The professional economists tick those arguments off like clockwork. And it is true that the automobile and other industries increased total employment up to a certain point (along with the increasing production). But they fail to point out that a certain peak is always reached beyond which employment decreases. The total production reaches a peak, and, as the man-hours per unit are constantly falling, the total employment begins to fall off. This point has been reached in all the major industries, so the arguments of the economists are invalidated.

The problem cannot be dodged with that kind of argument; otherwise, how is the fact explained that the working time of the laborers which at one time was 72 to 84 hours per week, has been consistently decreasing, dropping down to 60, then to 54, 48, 40, and now to 36, 30, and fewer? How do you explain the statistical fact that the actual number of men employed in this country reached its highest peak in 1919, began dropping off in 1923, and in spite of increasing production, continued to decrease, until in 1929 there were some two or three million men in this country who wanted work but couldn't find it? And in 1937, with production up nearly to the 1929 level again, the number of unemployed was around eight million; and those employed were working fewer hours on the average. In June, 1938, unemployment was in the neighborhood of thirteen million.

The manufacturing industries in 1919 used 29 billion man-hours of labor; in 1929 this had dropped to 22 billion; and in 1936 to 11 billion—less than 40 percent of that of 1919, with production higher. In 1938, man-hours will be around 10 billion or fewer.

All of this means less wages paid out to the consumers with which to purchase the goods produced.

Price System economics can work only under conditions of scarcity. In order for anything to have value under Price System economics, there must not be enough of it to supply everyone with all he wants; there must be a competition in the demand for it—a scarcity. For example, sand on the Sahara Desert has no value; there is enough to supply everyone in that region with all he wants; there is no competition in the demand for it. The same would be true of anything else that occurred in abundance as certain wheat, corn, and potato farmers have on occasions learned through sad experience.

Since 1919 we have been living under conditions of potential plenty; that is, we have had the capacity to produce all of the things of life that everyone could use. Since then, scarcity has been maintained by artificial means. Witness industrial curtailment, monopoly, and crop curtailment and destruction during recent years. But even artificial means are failing in the face of increasing technological developments, and the inherent inconsistencies within the Price System itself.

The Price System is on its way out! And that does not mean ten years from now either.

Politics is a Part of the Price System

But you may say, 'Surely our government can do something about it. Surely good old Uncle Sam "will not let the people down."' Well, let us see what the government has been doing about it all this time. For one thing, it has been going into debt, borrowing money and giving it out to the people in one form or another; this began in 1931 and is still in progress. But Uncle Sam finds that as his debt increases, his credit is less sound; and besides, it is only a relief remedy and not a cure.

So when conditions became really acute in late 1937, he called the lawmakers together in an emergency session, and turned the problem over to them. Maybe they can solve it by filibustering over a measure affecting a dozen or so homicides a year in this country. Maybe they know what they are doing, but it isn't at all clear to an outsider, and results so far are not very encouraging.

The political system is so involved in the economics of the Price System that the two are bound to go down together.

Events are moving rapidly today; we must move forward, there is no turning back. The past is gone, the present passes swiftly; so our eyes must turn to the future, if we are to advance. Europe during the dark

ages, and China at the present time, are good examples of what happens when the people turn their eyes toward the past.

What does the future hold? We, of course, have no magic crystal; we are not blessed with divine revelation; we can only predict the future on the basis of probability. We must use the same method the scientist uses when he predicts an eclipse of the sun; the same method the insurance companies use when they predict the life expectancy of people; the same method the engineer uses when he predicts the load capacity of a bridge which he is planning. We must predict by projecting past and present physical trends into the future; we must predict from factual knowledge which we have already gained from the past.

By projecting certain present trends into the future, we can see that events are accumulating which threaten to destroy our civilization. Among these, technological development is the basic factor. By comparing certain present trends with past trends, we can see that our civilization appears to be just as surely headed for chaos as were the ancient civilizations. Furthermore, events move faster today than ever before. And since we have advanced further, we have farther to drop, and will hit the bottom harder.

But, for the first time in history, mankind has the choice of whether it shall plunge into chaos or rise to a higher level of prosperity; for the first time man knows what is wrong and what can be done about it. We now have the knowledge and the means for, not only averting chaos, but for rising to a much higher level than where we are at present. The application of the knowledge of science to the management of human affairs offers us a way out.

But, whom can we expect to use the knowledge of science in the management of society? And by what method can this be applied?

How much faith can we have in any political philosophy or system in vogue today? Well, let us briefly review some of the outstanding political philosophies and see if any of them offer a solution.

Communism

First, let us take communism. This system emphasizes the 'rights' of the 'working class,' as opposed to the 'capitalistic ownership class.' It is essentially a 'class struggle'—the interests of one group opposed to the interests of another group. Modern technology is rendering the laboring class obsolete. And communism is designed to work only under conditions wherein the majority of the people are laborers, and the use of extraneous energy is low. The symbol of communism—the hammer and the sickle—signifies hand labor. It was specifically designed to meet certain conditions which existed in parts of Europe around the year 1850. It may still be adaptable to certain regions of economic scarcity and slight industrial development, such as in Russia today, but never to a

high-energy civilization of abundance. For one thing, communism does not sufficiently recognize the need for highly trained technicians, nor does it provide for an adequate system of leadership and management. It also tries to hold to the old superstition that all men are created equal.

As for socialism, this form of government is as unsuited to a high-energy civilization as is communism. It still attempts to maintain the Price System. It is susceptible to political manipulations, and is willing to compromise. No socialist philosophy has a well organized plan of operation, based on existing conditions and present knowledge, practical of being put into effect on short notice.

Socialism and communism are philosophies, not the mechanisms of social control. They lack unity of design and are general and vague. They are of European origin, and have never been demonstrated to work effectively, even in Europe, although they have had opportunities to do so. But, even if they had a good start, as in Spain, the inherent weaknesses mentioned above prevent effective operation. No, we cannot look to socialism or communism to save our civilization. On this Continent they could not get ready in time, and could not operate if they did.

Fascism

Fascism in its various forms represents the final consolidation of economic and political forces for a last desperate stand in defense of the Price System. Fascism is not intellectual, nor does it have a definite long term objective. Its policy is one of expediency rather than one of planned operation. It stands ready to use any form of trickery, suppression, or force which seems expedient to preserve the existing economic order. It relies on emotionalism, ignorance, prejudice, and fear for its popular support. Fascism is suitable only to conditions of scarcity, and to a people long conditioned to suppression and prejudice. It is especially suitable only to conditions wherein the majority of the people is still on the soil.

Democracy

'Well, how about democracy? Isn't that our best hope?' you may ask.

The democratic ideal was founded on the idea that all men are created free and equal. It was designed especially for a population that was largely agricultural, with a low consumption of extraneous energy; and when activities were relatively simple, and the movement of events slow. Under those conditions almost anyone could be moderately well informed on the social and economic problems of the day; and there was no great need of haste in social action, since conditions were relatively stable. Life was simple, interests were fairly uniform, and the problems mostly minor. The masses of the people could be depended upon to make rather accurate judgment in the selection of a candidate for office,

and voting on social issues. Errors of judgment did not matter, as they could not cause any serious damage anyway.

In a power age of high-energy consumption, and rapid social and industrial change, democratic ideals and methods have demonstrated themselves to be inadequate. Few individuals, no matter how competent they may be in their own fields, are able to comprehend the intricate and complex problems of our Continent today, much less pass accurate judgment upon them. The theory is that, while the individual may not have enough knowledge and understanding of the problems of state, he will have intelligence enough to elect as his representatives people who do. The fallacy of that assumption is too obvious to need further elaboration.

Biology has proven it to be a fallacy that all men are created equal; the differences in achievement of individuals under conditions of equal opportunities demonstrate it conclusively. The wide range of inherent abilities and aptitudes among individuals makes for a wide range in their capacity to do socially useful work. Heredity and training determine who shall be best fitted for leadership, or otherwise perform the necessary kinds of work much more effectively than can popular opinion, especially when this latter is stimulated to action by economic pressure and emotional appeal. None of our successfully operated industries today resort to democratic methods for the selection of managers and technicians; a selection based on training and ability proves to be much more satisfactory.

The rapid rate of industrial operation and the need for rapid social adjustment to changing conditions make democratic methods obsolete. Even our present administrative leaders do not use democratic methods to determine when this nation shall declare war. If the people who do the fighting, the dying, and the paying are not permitted to voice an opinion about war, then how does democracy function in this country today? Does it not look as though democracy has been relegated to the dump yard with the ox-cart age it represented? Furthermore, if democracy is so successful, how does it account for our present predicaments after 150 years and more of its alleged operation?

No, we cannot look to any political system to lead America into a new prosperity. While the politically-minded reactionaries, conservatives, and liberals argue as to whether we shall dodge our social problems by turning right or by turning left, the momentum of events is compelling us to go only upward or downward.

Science for North America

Technocracy alone is preparing to lead us upward to a higher plane of civilization; everyone else seems to be waiting for events to take their course—to plunge us into chaos. A few of our leading thinkers can make a relatively clear analysis of our present predicament and point out in

general what is needed, but they are conspicuously lacking in any clear-cut and practical plan of social synthesis.

Our society today is a sick society; and this in spite of the fact that we have more accumulated knowledge than any generation before us; in spite of the fact that we have more educated and trained men and women than any age before us. Some of the more outstanding symptoms of this sick society are war, internal strife, crime, disease, poverty, debt, and unemployment.

It is widely recognized among our educated people that all we can call civilization today, as contrasted with the dark ages of Europe, has been built by science. Isn't it about time science were tending its own child, instead of foisting it off to step-parents, who have neither the training nor the ability to handle it?

Technocracy, simply defined, is the application of the knowledge of science and the methods of technology to social management. Among other things, it has been determined that since a technological method of production is in use, a technological method of distribution must accompany it.

Technocracy has drawn up a blue-print of operations, as an engineer draws up a blue-print for an irrigation project, or a new design of engine, or a continental telephone system. Technocrats are not filled with any love of humanity, nor influenced by any ethical ideal, but are primarily concerned with function. The question in their minds is what plan of social mechanism will operate at a maximum of efficiency with a minimum of oscillation?

Everything touching upon the problem has been studied, analyzed, and checked with the best scientific knowledge available. A complete survey has been made of the entire North American Continent to determine its mineral resources, its waterpower, its mechanical equipment, and its trained personnel. The conclusions of Technocracy are the most accurate and the most probable that can be drawn from our present knowledge. Only when more knowledge is available, will anyone be able to draw more accurate conclusions. Technocracy makes no promises; its statements are merely statements of fact or probability.

What Technocracy Means

It would be futile to attempt a complete discussion of Technocracy in one booklet. It would be as futile as to try to give a complete presentation of our present political, economic, and social conditions, theories and operations in the same amount of space. This discussion of Technocracy does not pretend to be complete, but is merely offered as an introduction for the purpose of stimulating further inquiry and research. Without going into much detail at this time, it might be said that the blue-print of Technocracy involves these things:

The mechanization of industry to its utmost limits, with the maximum use of extraneous energy, and a minimum use of human effort and time.

An equal availability of goods and services to every Continental citizen in return for the fulfillment of his contract of citizenship. (This will not be because everyone will 'deserve' the same amount or have the same needs, but because it is more trouble to determine and distribute a differential income than it is to give everyone all that he can use. Whether a person spends his whole income or not is his own private business. Distribution will be by means of non-transferable Energy Certificates, of use only to the person to whom they are issued. The measurement of goods will be based on the energy cost of production, instead of on the fluctuating scales of supply and demand.)

A constant equilibrium between production and consumption. (There will be no over-production with its consequent waste, and at the same time no under-production.)

Goods will be produced for the optimum of use, which means that the quality of most goods will be greatly improved. (For example, automobiles would be made to run 300,000 miles or more instead of 50,000 miles before needing major repairs.)

The abolition of political government, and the installation of a functional control system, such as works so successfully in our telephone system and other technological enterprises today. (This social control would be known as the Technate of North America.)

The operation of the whole North American Continent as a single unit, including Central America, the West Indies, Bermuda, and Hawaii.

Under this form of social control the following would result:

It would be impossible to go into debt and likewise impossible to save income for the future.

It would be impossible to sell anything.

It would be impossible to sue anybody for any of his income.

Since money and exchange will be eliminated, about 95 percent of crime would be automatically abolished.

There would be no class distinctions based on differences of income.

There would be maintained a high standard of living, limited only by the extent of our natural resources and available energy. (The standard will be approximately equivalent to the level provided by a \$20,000 a year income in 1929. Modern technology is sufficiently flexible to permit any change that becomes necessary. The standard can be either stepped up or lowered with a minimum adjustment.)

Conspicuous waste of goods and services will no longer be a symbol of social prestige.

Insurance of all kinds would become unnecessary, also all charities and philanthropies, since everyone would be guaranteed full income as long as he lived.

After the Technate enters balanced load operation people will work about four hours a day, 165 days a year, beginning at the age of 25, and retiring at the age of 45 to do whatever they wish for the rest of their lives, and still enjoy full consuming privileges.

People would have to be educated and prepared for a life of leisure instead of for a life of toil. (Leisure does not mean that people would be idle; for human beings must normally be active. They could then devote their energies and attentions largely to matters of choice, instead of to means of gaining a livelihood.)

Many occupations now in existence would no longer be useful, and would be abolished, leaving a large number of individuals available for socially useful jobs. (The people most affected by this would be the businessmen, salesmen, advertisers, lawyers, bankers, insurancemen, politicians, gamblers, racketeers, and their various and numerous assistants.)

These are only a few of the effects of the system of Technocracy. The plan of Technocracy embraces a complete blue-print for the operation of a Continental economy of abundance. It is an American solution to a purely American problem. Its installation does not call for the shedding of human blood, which is characteristic of European terroristic methods. A Marxian revolution cannot be used to bring about social change on this Continent. Neither can fascism be installed on this Continent. Both are European philosophies of scarcity.

If you are interested in learning more about the approach of Technocracy and its proposed installation of a new social order on this Continent, you are invited to investigate the organization, attend its meetings and partake of its Study Course.

Some Questions Answered

In concluding, I should like to allay a few apprehensions that have undoubtedly been developing in your mind.

How about human nature? How will it be changed to fit into this new system? What incentive will people have for doing their best work, if the profit motive is removed?

Basic human nature will not be changed. Technocracy is a functional system, not an idealistic system; it does not in any way attempt to oppose nature, nor to be so foolish as to try anything that will not work in ac-

cordance with physical laws. Some details of human activity will have to change. But that offers no great problem; we have been changing our habits and activities right along to fit new inventions. People changed readily enough to fit in with the automobile, airplane, radio, and talking pictures; although in every case there were many who claimed that such inventions were contrary to human nature. Women adapt themselves to new styles of dress every year. During the World War, we made many rapid adjustments. Human beings are adaptable; we need have no worry there. Human nature will not have to be changed; when conditions are changed, human behavior will change.

How about incentive to work? One's endeavors would no longer be stimulated by the desire to keep up with the Joneses or to get ahead of the Smiths through economic display. We would be free to follow other motives; such as, love of accomplishment, the desire to be socially useful, or the desire to hold a more significant position in the functional system. If these motives are inadequate, which is improbable, the Technate could issue some gold-bordered certificates or stamp out some bronze medals. People will exert themselves to exhaustion, or even kill each other, for bronze medals.

Furthermore, there would be the keenest kind of competition for jobs. To get a certain job, you would have to be more able to do that work than anyone else available; otherwise, you would have to do something else, perhaps not quite so desirable from your viewpoint. Then, if you did not maintain a high standard of work, you would always be subject to demotion or transfer, as in any industrial system today. People are naturally stimulated to do their best under any functional set-up.

Then, even during the active working period of one's life, a person will spend less than one-twelfth of his time working for the Technate. Certainly, no one can complain of hardship under such conditions.

How about personal freedom? The welfare of the individual will be determined by the welfare of society as a whole. Freedom of thought and discussion will be permitted to the utmost; freedom of belief will be fully tolerated; and freedom of action will be the right of every individual, insofar as this action does not interfere with the welfare or functioning of others. In other words, the amount of freedom one has will depend on how much one can use without abusing it. There will be no occasion for suppressing minority opinion or expression.

Functional Control

You probably wonder also who will be at the head of this Technate, and what will prevent him or them from being autocratic or dictatorial.

The functional control will obviously have to pyramid up to some sort of head; there will have to be a governing body—that cannot be

avoided. Under the Technate, there will be about 90 to 100 Functional Sequences of production and service; such as, communication, transportation, agriculture, rubber goods industry, health, and so on. The personnel of each of these Functional Sequences will pyramid on the basis of ability to the head of each department within the Sequence, and the resulting 'general staff' of each Sequence will be a part of the Continental Control.

The director of each Sequence will work his way up through that Sequence on his own merits, and will thus be familiar with all of its essential operations; he will have demonstrated his ability as manager as well as technician. Thus every branch of functional activity will be represented on the Continental Control. The four special Sequences will be: (1) the Armed Forces, including the Continental Defense and the Continental Police Force; (2) the Sequence of Social Relations, to keep peace and tranquility within the Continent; (3) the Foreign Relations Sequence, which will handle all affairs with foreign countries; and (4) the Research Sequence, which will permeate all the Functional Sequences, carrying on research, and investigating for the installation of new and better equipment in any line.

Over the Continental Control will be the chief executive, known as the Continental Director. He will be appointed by a two-thirds majority vote of the Continental Control from among its own membership, and will be subject to recall at any time by a two-thirds majority vote. Likewise, his decisions and appointments will be subject to veto by a two-thirds majority vote of the Continental Control. Any decisions of the Continental Control, conversely, will be subject to veto by the Continental Director, but his veto may be over-ridden by a two-thirds majority.

This controlling body will be a strong functional organization, with authority to act. This Control will have the last say in matters pertaining to the social system of the North American Continent. It not only will make decisions, but must also execute them, each man in his own Sequence. Furthermore, these persons will be subject to retirement at the usual retirement age of around 45; younger and more adaptable men will keep coming in, and the Control will thus be prevented from becoming crystallized in its ideas. This will be a government of function.

Under such a system, there is no danger of a dictatorship. A dictatorship is characteristic of Price System political and economic controls, not functional controls. The only dictatorship under Technocracy will be supplied by the physical laws and the limitations of human ability; nature will impose the limits beyond which we cannot go.

America's Future

You may be tempted to dismiss Technocracy as just another Utopia. Technocracy is no utopian dream, and is not to be confused with any utopian scheme from Plato's Republic on down. Its application in no way awaits any great change in the moral and ethical ideals and attitudes of the people toward a universal brotherhood of man. Technocracy takes human beings as they are, not as we wish they were. It is made to fit in with human nature, not oppose it. Nor does Technocracy pretend to be the most ideal system imaginable. But it does claim to be the only one which will work in an age of abundance which depends upon a large-scale flow of energy. Its resultant will be the greatest physical welfare of all the people.

We challenge anybody to show us an alternative system which will have a higher probability of success.

BY WILTON IVIE, 11140-1, Salt Lake City, Utah.

The Social Objectives of Technocracy

Technocracy's survey of the economic situation in North America leads to the conclusion that there is in development a process of progressive social instability, that this process will continue until the instability exceeds the limits of social tolerance, and that there then will have to be installed on the Continent, a social mechanism competent to meet the needs of its people.

Technocracy finds further that the day when social operations on this Continent can be based on a method of valuation has passed, and that it is now necessary that there be applied in the social field the quantitative methods of physical science.

Technocracy, therefore, proposes that the North American Continent be operated as a self contained functional unit under technological control. This control would operate the area under a balanced-load system of production and distribution, whereunder there would be distributed purchasing power commensurate with the resources and the continuous full-load operation of the physical equipment, with the guarantee of a high standard of living, equality of income, and economic security, at a minimum of working hours, to every adult inhabitant.

Technocracy states unequivocally that only such a social mechanism can operate with stability and endure in the face of the unidirectional and irreversible advance of this Continent's technology, use of extraneous energy, and resultant increase in potential production.

Technocracy is not a political party. It has nothing in common with communism, socialism, fascism, democracy or any social philosophy. It is the 'Technological Army of the New America,' an organization with a social objective formulated, officered, and staffed by North Americans as the only solution to the unique crisis facing this Continent.

Technocracy Inc. may take political action, but it would only do so when the organization is sufficiently trained, disciplined, and widespread to permit the simultaneous execution of that action in all parts of one of this Continent's principal national entities. If Technocracy Inc. takes political action it will be the last political action, as such action would be taken solely for the abolition of the Price System and its accompanying political administration, and the transition into the functional mechanism of a Technate.

At this stage, therefore, the objectives of Technocracy Inc. are first, the education of the people of North America to a realization of the conditions behind the social crisis, and second, the organization of all those willing to investigate and interest themselves into an informed, disciplined, and functionally capable body whose knowledge and ability can be called upon to prevent chaos in North America at the time, now imminent, when the Price System can no longer be made to operate.

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